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"To-Be" Gap Analysis
Implementation Steps

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1. Gap Identification: UM Gap Number 9: Perform Monitoring of All Trust Lands.

2. Implementation Steps:
    a. Step 1: Establish policies and procedures to monitor non-contracted trust assets.
        i. Standardize how monitoring of non-contracted monitoring information is captured, recorded and evaluated.
        ii. Establish non-contracting status categories such as owners use, reserved land, tribal land assignments and culturally restricted sites and the related requirements.
        iii. Develop an annual monitor scheduling plans for contracted and non-contracted lands which indicates which lands and how frequent such onsite monitoring will be performed.
        iv. Determine workforce requirements to accomplish program performance and initiate budget justification for necessary enhanced funding for identified shortfalls in budget formulation.
    b. Step 2: Establish monitoring/lease compliance support at the regional office that will assist with agencies that are backlogged or short staffed to accomplish required monitoring and enforcement activities.
        i. Develop a plan to provide various levels of support including resource and budget requirements.
            1. Identify existing and new permanent and temporary positions, grades, skills set and titles to comprise support teams.
            2. Identify funding options, base funding establishment and budget surpluses to funds office.
            3. Identify support implementation on a regional basis and rank regions to pilot efforts.
        ii. Have support plan approved.
        iii. Provide for support objectives and implementation goals.
        iv. Deploy support resources.
    c. Step 4: Provide training on standardized electronic reporting requirements.
        i. Establish an electronic reporting system.
        ii. Arrange for a schedule of training classes for program staff.
    d. Step 5: Develop guidelines for cross-jurisdictional resource enforcements contracts.
        i. Review current contracts to determine best practices and determine their applicability to other locations/regions.
        ii. Involve tribes and BIA Law Enforcement to provide input into developing new contracts.
        iii. Where tribes lack jurisdiction, review alternatives for enforcement where standards are high to meet current thresholds for county prosecution.
    e. Step 6: Develop appropriate and/or expedited security clearances procedures for BIA and tribal staff that are involved with monitoring but may not need to access to sensitive trust data.

3. Dependencies on Business Processes:

Business Process Name	Process Name (As specified in "To-Be" Model)	Dependency Description
BRDM		
Predecessors	1. B.6.2.3 Beneficiary Involvement for Land and Natural Resource Use & Management	1. Beneficiary intent for land or resource use.
Successors	1. None	
FO		
Predecessors	1. None	
Successors	1. None	
LNRP – Wide Area Plan		
Predecessors	1. P.2.5 Issue Plan	1. Intent and planned type of use for each Management Unit, and any related restrictions, to appropriately monitor the MU's.
Successors	1. None	
LNRP - Appraisals		
Predecessors	1. None	
Successors	1. None	
LNRUM		
Predecessors	1. None	
Successors	1. None	

Ownership – Title		
Predecessors	1. None	
Successors	1. None	
Ownership – Probate		
Predecessors	1. None	
Successors	1. None	
Ownership - Conveyance		
Predecessors	1. None	
Successors	1. None	
Ownership - Survey		
Predecessors	1. None	
Successors	1. None	

4. Dependencies on Universal Support Functions:

Universal Support Function	Dependency Description
Automated System Requirements	1. Automated leasing system 2. Workflow tool
Policies, Procedures and Regulations	1. New policies on electronic documentation of monitoring reporting. 2. New policies on summary land status reporting. 3. New policies on planning and scheduling monitoring activities. 4. New policies on monitoring non-contracted lands and how to enforce trespass or resource abuse activities. 5. New policies for regionalized monitoring support program activities 6. New policies for develop MOAs or MOUs with tribes or local enforcement agencies on trespass or criminal activities relating to trust lands.
Training	1. Training to be provided for all new policies within this gap.
Records Management	1. New records schedules and policies needed for electronic monitoring reports.
Risk Assessment	1. None
Workforce Planning	1. Determine workload and staffing requirements to meet monitoring requirements standards. 2. Secure resources to support regional monitoring staff and offices. 3. Determine regional monitoring support activities workload and develop a specific plan to accomplish the establishment and funding of such offices.
Internal Controls / Fiduciary Security	1. Revise security clearance requirements for those permanent and temporary staff that are involved with monitoring and lease compliance but do not have a role in access trust data and thereby reduce the security requirements since it will not apply to those positions.